

ENTERPRISE MINNESOTA



\$92 million in new and retained sales
\$29 million in new investments
1,159 jobs created or retained

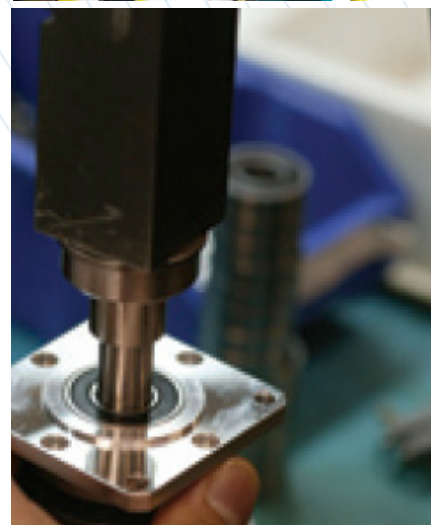
Enterprise Minnesota helps small and mid sized manufacturers develop and implement strategies to grow business. Whether walking through the lean manufacturing process or advising on the latest management strategies, they help manufacturers compete and grow profitably. Enterprise Minnesota industry experts are located across the state to help clients achieve their goals and become a world-class manufacturer.

Thanks to our partnership with NIST/MEP, we have access to industry-wide benchmarks and proven, results-based tools. The national MEP network is funded through the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) and assists small and medium-sized manufacturing companies by providing products and services designed to help them succeed. Enterprise Minnesota has successfully leveraged this federal support for more than thirteen years by administering the cooperative agreement that provides for the MEP center in Minnesota. MEP nationwide network of resources transforms manufacturers to compete globally, supports greater supply chain integration, and provides access to technology for improved productivity.

For more information, contact:



Bob Kill, President & CEO
310 4th Ave So., Suite 7050
Minneapolis, MN 55415
(612) 373-2900
www.enterpriseminnesota.org



* Impacts are based on clients receiving service in FY2009

WWW.NIST.GOV/MEP • 1-800-MEP-4MFG

U.S. DEPARTMENT OF COMMERCE • NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY • MANUFACTURING EXTENSION PARTNERSHIP

CLIENT SUCCESS: HARMONY ENTERPRISES

“Eureka! Winning Ways helped ideas become the organization’s ideas. It really has brought the whole organization together because everyone is interested in the success of our ideas and helping play a part of it.”

Steve Cremer, President
Harmony Enterprises

Davico Manufacturing Sustains Lean Improvements

Founded more than 35 years ago, Harmony Enterprises, Inc. designs and manufactures waste management and recycling equipment. The company employs 60 workers in the small southeastern Minnesota city of Harmony. They offer more than 40 standard and custom designed models of vertical balers, and with customers in retail, industrial, medical, and other industries, Harmony Enterprises’ products are found worldwide. The company prides itself on a global focus on quality, profitability, and safety.

For years, customers requested products and features that Harmony Enterprises could not meet with their standard models. While the company did custom work, they saw an untapped market if they could create new features and products to meet the demand from these customers. Planning another phase of growth, the company projected that they could add an additional \$5 million dollars in sales revenue over the next three years if they could capture this additional market. But Harmony Enterprises needed new ideas. With a plan for growth and without ideas, their projected growth turned into a \$5 million gap.

Harmony Enterprises needed to generate ideas to grow their business, and they needed help doing it. Having a longstanding relationship with Enterprise Minnesota that began over 13 years ago, they knew where to get help. Harmony Enterprise President Steve Cremer met with Minnesota Technology field specialists to plan the project. Together, they decided that the Eureka! Winning Ways program fit their needs. The program focuses on small to mid-size businesses by generating ideas that, in turn, generate growth. Always an innovative company, Harmony Enterprises has implemented lean manufacturing, lean technology, and value-stream mapping. Likewise, in this instance, Harmony Enterprises wanted to be one of the first in the entire state of Minnesota to go through the process of Eureka! Winning Ways. They selected 12 employees from all areas of the business to participate. The field specialists facilitated the process among Steve and his employees that eventually created 64 new ideas. Through the program’s filtering process, the group narrowed those down to four ideas that were sent to Eureka Ranch for consideration. Eureka Ranch put the four ideas to test with their computer-based idea-assessment system Merwyn. Based upon idea-ranking results returned by Merwyn, Harmony Enterprises narrowed down their focus to two ideas that could close their \$5 million gap.

Harmony Enterprises took their ideas generated from the Eureka! Winning Ways process and allocated two teams of employees to determine if each was market-ready. The teams researched implementation, customer-need, and probable costs. After a month researching, the evaluation teams concluded that both ideas were market-ready. However, the evaluations also found that one idea could be implemented immediately, while the other would require technical expertise outside of the company’s workforce. Moving ahead to implement the idea that could be used immediately, Harmony Enterprises rolled-out a new feature to customers in October 2007. It is an automatic wire feed to bale cardboard in recycling compactors, which allows customers to greatly reduce time and energy. From this one new feature developed through the Eureka! Winning Ways process, **Harmony Enterprises expects to fill at least 30-40 percent of their projected \$5 million gap over the next three years.** Currently, they are in process of bringing in outside expertise to implement the second idea and further eliminate their gap. In addition, they plan to continue using Eureka! Winning Ways to find even more ways to grow their company – including another idea generation session this summer.